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Approved For Release 2002/01/23 : CIA-RDP78-03985A000900110001-6

Office Memorandum • UNITED STATES GOVERNMENT *Reports.*

TO : Chief of Logistics

DATE: 30 December 1953

FROM : Chief, Special Staff

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SUBJECT: Diagnosis of Logistics Office Managerial and Supervisory Deficiencies and Recommendations for Corrective Action as related to the [REDACTED] Report

1. In the development of the Logistics Office, the idea of building an organization around specialized functions has led to the establishment of a line and staff-type organization. The straight line flow of authority from the viewpoint of delegation from top to bottom has been implemented by degrees of authority and responsibility laterally and vertically depending on the specialization involved.

2. In a true sense, the present organization is not a refined line and staff-type organization as referred to in an industrial pattern. In many instances top executives act as line operators and the line Division Chiefs perform the duties of technical staffs. This type of operation appears to be in order in view of the mission, scope, workload, and objectives of the Logistics Office.

3. In theory, a supervisor has several bosses but in practice this is not true. Based on established lines of authority he has only one boss, his immediate supervisor and is in direct charge of subordinates under him. Normally the supervisor receives directives and policies from the heads of operating divisions and/or allied staff elements. However, the supervisor has a right to question any decisions furnished by the staff element which may affect his operations to his superior. Under the existing line-staff organization there can be and do exist over-lapping lines of authority, confusion, and differences of opinion which may seriously affect the over-all efficiency and morale of the Logistics Office.

4. There are many and varied interpretations of what constitutes the supervisor's job and what constitutes his responsibilities. It is uniformly recognized that a supervisor's job covers four (4) major categories:

- a. Personnel relations.
- b. Production.
- c. Quality.
- d. Cost.

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Even though specialists are employed who are trained in these fields, it is the supervisor who has the direct responsibility of managing his operation. It is in the hands of the supervisor that management places the responsibility for the interpretation of policy, the transmission of orders and directives, listens to complaints, criticisms, and suggestions. The supervisor represents management to the men and men to the management. He must consider "humanics" as important as mechanics.

5. It is a well known fact that we must have lateral support in order to progress. Harmony among supervisors is essential to top flight organizations and therefore is an additional responsibility among key personnel. To insure this harmony, a supervisor should therefore cooperate with other supervisors on the same level and not belittle an associate supervisor for the sake of personal gain. He should counsel with associates on personnel matters when invited and should show courtesy, respect and tolerance at all times. The opportunity to exchange ideas for the good of the organization should be welcomed by all supervisors and when economy enters the picture, he should always consider the other fellow's situation as well as his own.

6. The word "supervisor" implies leadership. Good leadership is a key factor in any organization. A supervisor must be a good leader, not a boss or a driver. Good leadership requires that employees be handled in such a way that personal desires can be fulfilled and group objectives reached. It is therefore essential that every supervisor recognize his obligation to his subordinates in order that his coordinating efforts will be more effective. In attaining this objective, the supervisor should consider his subordinates at all times as human beings and respect their feelings. He should endeavor to interpret policies and directives intelligently so that he will always be in a position of honestly representing his subordinates.

7. Utilizing the above concepts as a basis upon which to initiate a program of supervisory indoctrination, it is recommended that the following measures be given consideration for implementation throughout the Logistics Office at an early date.

a. Analyze rate of personnel turnover and compare with Agency rate and rates of other Government Agencies. Giving particular attention to reasons for separation.

b. Determine, if possible, the degree of deficiencies as indicated in the Whitelaw report. Descriptive data indicated could be found in some degree within the most effective type organization. The most common method utilized in industry in judging employee attitude is the questionnaire method; however, the interview method is sometimes used in smaller companies.

c. Dual relationship of Division and Staff Chiefs should be clearly pointed out so that each individual understands his operation as well as his staff functions.

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d. Determine the attitude of each military person on duty by conducting interviews and discussing their assignments in detail. This could be done by the Chief of Administration.

e. Ascertain what programs have been established by the Assistant Director for Personnel along supervisory lines. This is, generally speaking, a basic function of Personnel.

f. Establish a Personnel Relations Bulletin Program within the Logistics Office utilizing such materiel as indicated in the enclosures and other related materiel.

g. Establish a program within the Logistics Office for bi-weekly supervisory meetings within each Division and Staff to discuss such subjects as supervision, delegation of authority, responsibility and current problems.

h. Establish a more definitive approach to the Career Service Program to encompass personnel actions at lower levels.

i. Publicize outstanding performance by office media such as awards made under the suggestion program.

j. Development of an Indoctrination Program by Division and Staff covering internal organization structure, span of control, duties, authority, functions, etc.

k. Determine rate of "absenteeism" as differentiated from planned leave utilizing the ratio of man-days lost divided by man-days worked plus man-days lost. Accession and separation could also be considered.

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8. The programs as indicated above could be implemented in the operating divisions by the Assistant Chief For Operations, [REDACTED] and in the Administrative and Coordination and Requirements Staff by [REDACTED] and/or the undersigned. Further, upon initiation of these measures, it is believed that a letter should be prepared and forwarded to the Director of Training indicating the action taken by the Logistics Office as a result of [REDACTED] report.

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2 Enclosures

- (1) What the Employee Expects of his Supervisor.
- (2) Basic Duties of a Supervisor.

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